



# ENTREPRENEURIAL UNIVERSITY OF THE YEAR 2012



# Rt Hon David Willetts MP

*Minister of State for Universities and Science*

“

Universities can change our lives by developing new ideas, creating opportunities and bringing exciting innovations into the world. The finalists of the Times Higher Education 'Entrepreneurial University of the Year' award demonstrate the great impact of an entrepreneurial approach.

Entrepreneurial universities create a range of employment opportunities for graduates.

All of this year's finalists are committed to nurturing and promoting enterprise among staff, students and graduates. They are exemplary leaders in the sector and are to be applauded for their achievements. I wish them every success in continuing to develop our successful entrepreneurs of the future. ”



# David S Frost CBE

*CBE Executive Chairman National Centre for Entrepreneurship in Education*

“

Universities have an absolutely central role in both re-building and re-balancing local economies across the country. It was clear that the finalists placed this role centre stage.

It is also vital that we stimulate a spirit of entrepreneurship across the UK and if Universities are to play their part they need themselves to be enterprising institutions.

Again, the finalists illustrated how they were on the path to achieving this. There has been real progress over the last 12 months and all the finalists should be commended for their continuing efforts. ”



# The Times Entrepreneurial University of the Year Award

THE Entrepreneurial University of the Year Award 2012, proudly designed and sponsored by The National Centre for Entrepreneurship in Education, attracted many entries this year and has six highly-impressive finalists, all recognised for their ability to fully integrate entrepreneurial activity throughout their institution.

The prestigious award aims to recognise the development of entrepreneurial culture throughout the HE institutional environment. The award also takes into consideration, the way in which entrepreneurial mindsets have been embedded amongst students, graduates, teaching and research staff, influenced through institutional leadership. The ability to demonstrate enterprise and entrepreneurship activity within the wider environment and through policy and practise are also areas of consideration for selecting the 2012 Entrepreneurial University winner.

## 2012 FINALISTS

1. The University of East Anglia
2. The University of Edinburgh
3. The University of Huddersfield
4. The University of Northampton
5. The University of Plymouth
6. The University of Strathclyde



## TOPLINE JUDGING FACTORS FOR EACH CATEGORY:

### 1. INSTITUTIONAL ENVIRONMENT

- a. How has the university transformed its culture to provide conducive environments for supporting student enterprise and graduate entrepreneurship?
- b. How is institutional leadership for driving enterprise and entrepreneurship throughout the institution demonstrated?

### 3. INNOVATIVE AND ENTREPRENEURIAL STAFF

- a. How have staff demonstrated innovation and growth in their approach to the design and delivery of the institution's enterprise and entrepreneurship offerings?
- b. How are staff rewarded and incentivised for developing excellence in practice?

### 2. STUDENT ENGAGEMENT

- a. How are the students and graduates applying entrepreneurial behaviours and mindsets learnt from the institution's entrepreneurship offerings?
- b. What responses from students and graduates indicate an enhanced positive attitude towards enterprise and entrepreneurship as a career/life choice?

### 4. ENTREPRENEURIAL IMPACT

- a. How have the institution's efforts affected the nature of entrepreneurial outcomes for staff, students and graduates?
- b. What step-change has been achieved in the delivery of regional and national entrepreneurship goals?
- c. How has the institution captured and demonstrated good practice and effectiveness?
- d. In what ways has the institution's experiences influenced policy or practice elsewhere?

# University of East Anglia

## 1. THE INSTITUTIONAL ENVIRONMENT

The University of East Anglia (UEA) has created a vibrant entrepreneurial culture facilitated by significant investment in academic posts, student enterprise initiatives and physical infrastructure.

Institutional leadership embeds enterprise and entrepreneurship throughout UEA. The Vice Chancellor is a member of the New Anglia LEP Board, and we have a Pro-Vice Chancellor for Research & Enterprise, Associate Deans for Enterprise in each Faculty, and fund a post in the Students Union to allow them to partner with us in developing enterprise and employability. Enterprise is a core element in the UEA Corporate Plan reflecting its place at the heart of our strategic agenda. The University Research and Enterprise Services team works with academics to realise the enterprise benefits of the Universities activities, including research outcomes, both for the benefit of the University and UK economy. Together academics and relevant specialists identify new opportunities; develop ideas and new links with businesses; identify funding including proof of concept and later stage funds; and see projects through to their completion. UEA is part of the Norwich Research Park (NRP), contributing to the associated vibrant research and business community. A number of University spin outs have offices located in the NRP Innovation Centre, a hub of science and technology companies.



*“UEA has created a vibrant entrepreneurial culture putting enterprise at the heart of its strategic agenda.”*

## 2. STUDENT ENGAGEMENT

The University has created an environment where students can discover, develop and apply their entrepreneurial skills in a number of ways. This year teams from UEA were supported in taking part in national and local competitions; winning the Biotech YES competition, taking second place in the FLUX competition and reaching the finals of the NPower Challenge. Students are also funded to participate in the ‘i-teams’ programme where they gain hands-on experience of investigating potential markets for new technology. UEA works with NACUE to support the Student Entrepreneur and Student Management societies. Support continues after graduation, with managed paid internship and alumni mentoring programmes. These programmes have been developed from hugely successful pilots into permanent programmes. Further internship schemes for undergraduates from specific

disciplines are being developed for the current academic year. The experience gained in the successful undergraduates schemes is now being applied to post graduate doctoral students, embedded in their personal development programme. Increasing numbers of students are establishing their own successful businesses for example [www.bluebutterfly.co.uk](http://www.bluebutterfly.co.uk).

To build on this success we have invested £2m into Student Enterprise and Employability for students and alumni, and entrepreneurship professionals.

*Enterprise is a core element in the UEA Corporate Plan reflecting its place at the heart of our strategic agenda. The University has created an environment where students can discover, develop and apply their entrepreneurial skills in a number of ways.*

### 3. INNOVATIVE AND ENTREPRENEURIAL FACULTY

We have had a number of successful spinout companies. For example, Intelligent Fingerprinting has recently secured a £2 million investment to take its product to a global market.

Staff have developed innovative courses such as the MA in Creative Entrepreneurship, supported by Barclays. It links creativity with entrepreneurship, allowing creative practitioners the opportunity to sustain their work independently while learning to deploy their creativity and develop new contexts for working.

To enable a better service for all clients, both internal and external, UEA has amalgamated its Careers Service and the Research and Enterprise Services. This ensures that business facing activity is fully joined up and that relationships with local businesses, especially SMEs are facilitated by being able to meet the diverse needs of businesses through a clear, single access and delivery point.

Our staff are incentivised through a range of measures:

- Enterprise is an integral part of the academic promotions criteria
- Revenue sharing IP policies
- Policies which encourage paid consultancy
- Inclusion of enterprise in workload planning
- Access to a £500,000 proof of concept fund which makes small 5K awards up to large strategic investments
- Access to venture capital funds: Icenis & LCIF
- Buyouts for successful entrepreneurs to develop their projects.



### 4. ENTREPRENEURIAL IMPACT

The impact of UEA's entrepreneurial activity has been significant, for example; UEA and its partners on the NRP have secured funding from a number of sources, to build the £15m NRP Enterprise Centre at the University. The Enterprise Centre will provide support and inspiration to local businesses and entrepreneurs and house a purpose built early stage incubator for new start-up businesses to encourage students and staff to start their own businesses. This will enrich the strong culture of enterprise and entrepreneurial spirit amongst our staff and students, and extend our links with the local business community. UEA is already deeply engaged with the local business community by being the principal sponsor of the Norfolk Network - a dynamic and entrepreneurial community for SMEs and has strong links with representative organisations (e.g. Norfolk Chamber of Commerce) to promote strong knowledge exchange with local business. Our Vice Chancellor is also on the Board of the Local Enterprise Partnership, Chairs the Skills Group for the LEP, and we are working closely with the LEP on a local innovation voucher scheme targeted at SMEs, funded through HEIF.

Our graduate internship programme provides high level skills to local businesses, allows the graduate to showcase their skills in a commercial setting, and provides the opportunity for networking and forming business contacts. Our income from consultancy services has grown significantly, from £287k in 2004/5 to £4.03m in 2010/11; we work with regional, national and international organisations. For example Health Economics Consulting work with the NHS and the Landscape Group with the National Trust.

*"A new £15m Enterprise Centre will be built at UEA to provide support and inspiration to students, staff, local businesses and entrepreneurs."*

## 1. THE INSTITUTIONAL ENVIRONMENT

In the last ten years, entrepreneurship at the University of Edinburgh has been transformed into a cornerstone of commercialisation and knowledge transfer strategy. That transformation has been affected both by Edinburgh's commitment to build world-class enterprise support and by the enthusiasm of staff and students to be entrepreneurial. Together, they have made Edinburgh the sector leader in enterprise in the UK – in the last three years surpassing the performance of Oxford, Cambridge and Imperial. Fundamental to Edinburgh's success has been the personal commitment of the Principal and his Vice Principals to building an enterprise culture. In the past five years, substantial funding has been allocated to increase enterprise awareness, to promote entrepreneurship and to build best practice in dedicated start-up support programmes for staff, researchers and students. All now have easy access to that network and engage as they wish – first tentatively but then with confidence that they will be treated respectfully and supported fully.

Critically, Edinburgh's network is not limited to formal support teams. Other elements of this successful ecosystem include peer-learning groups, societies, entrepreneurs-in-residence, networking events, idea exchanges, competitions and workshops. This organically evolving environment serves the

needs of entrepreneurs holistically, providing immediate and individualised business support, as well as a network of potential mentors, business partners, investors and customers that links to the wider community. The experience is fundamentally enabling.



## 2. STUDENT ENGAGEMENT

Edinburgh's students have been the most enthusiastic participants in this transformation, supported by the University's internationally renowned award winning LAUNCH.ed student enterprise programme. For years, Edinburgh students have dominated Scottish business plan competitions – winning most of them and always placing highly.

Those students are now making a demonstrable economic impact. Moreover, participation comes from every discipline; from history to medicine and from theology to physics, bright new entrepreneurs have emerged.

The support from LAUNCH.ed serves the whole breadth of entrepreneurial activity – the whole student base. Life-style entrepreneurs and those looking to supplement their student

income receive a range of practical help including support on legislative issues, tax and advertising. Many of those first-time entrepreneurs return to LAUNCH.ed on graduation for help with more substantial high-growth business propositions. Entrepreneurs are then channelled into the Acceleration Pipeline – a no-cost support framework for students which reflects the support which leading universities have reserved for their best spin-out propositions. So from every corner of the enterprise spectrum – from business plan projects to summer holiday ventures and from income generators to IP-rich high growth VC-backed rising stars – Edinburgh's entrepreneurs receive targeted and focused support and are welcomed into a vibrant network where connections form and opportunities arise without constraints.

*Academic entrepreneurs have assumed the role of champions – role models for a new generation of academics tuned into entrepreneurship as a career opportunity.*

### 3. INNOVATIVE AND ENTREPRENEURIAL FACULTY

The enthusiasm generated by student entrepreneurs has spread to staff, where entrepreneurship is increasingly strong. Amongst some research groups, company formation is seen as a default progression as research projects mature. Academic entrepreneurs have assumed the role of champions – role models for a new generation of academics tuned into entrepreneurship as a career opportunity.

Clusters of activity have formed in engineering, electronics, AI, bio-informatics, diagnostics and medical devices. But these clusters are fluid and dynamic and have become relevant to academics in a wide variety of disciplines including areas of humanities and social sciences, until recently thought to be lacking in potential deal flow. Edinburgh's growth in spin-out companies formed year on year has propelled it to the top position in the UK. And for many of the academics themselves, moving into spin-out companies is now a realistic and at times ideal career progression.

Edinburgh's employment policies now encourage entrepreneurial staff with sabbaticals, secondments, part-time commitments and revenue sharing arrangements all enabling

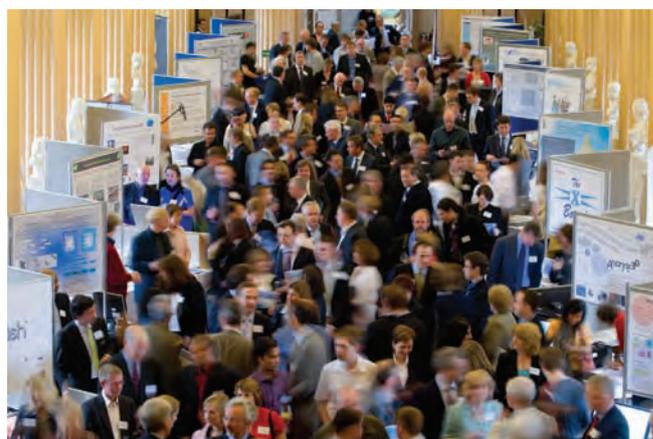
factors. And a number of battle-scarred entrepreneurial academics have returned to the University to continue their research careers after successful spells in business. Their experience, and the tales they can tell, are invaluable. And with them are networks of experienced business professionals who themselves are willing again to get involved in new University spin-outs. A genuine enterprise culture has emerged.



### 4. ENTREPRENEURIAL IMPACT

All these efforts reached a new peak during the last three years, with 100 new companies formed—despite the economic downturn—making Edinburgh the largest node of knowledge-based company formation in Scotland, and raising the bar for university company formation in the UK. Edinburgh's performance in 2012/13 promises to be similarly impressive. At a critical time, Edinburgh's economic impact is clear.

Significantly though, Edinburgh's success has led to closer working ties with other European universities in enterprise and innovation. Efforts to increase access to VC funding and executive networks are underway with a number of leading UK universities. Work on new models of innovation involves a number of European universities. Discussions with the Scottish Funding Council relate to sharing Edinburgh's programmes with Scottish universities.



# University of Huddersfield

## 1. THE INSTITUTIONAL ENVIRONMENT

The University of Huddersfield prides itself on its emphasis on enterprise and its entrepreneurial outlook, championed at the highest possible level by Vice-Chancellor, Professor Bob Cryan. Following his appointment in 2007, Professor Cryan placed a strong emphasis on enterprise, putting in place a supportive infrastructure with the appointments of a PVC for Research and Enterprise, a Director of Research and Enterprise, and a Head of Enterprise responsible for student and graduate enterprise and business start-up. Leadership is also provided through the active engagement of Deans of Schools. Enterprise is integral to the institutional strategy in the form of two key strategic aims 'to produce employable and enterprising graduates' and to 'contribute to economic, social and cultural development'. Our Research Strategy also has a key aim of research being world-leading and focused on end-user need, delivering societal and economic impact.

We continue to increase our range of support for enterprise, entrepreneurship, and business development. In the past year alone we have launched a new package of intensive support for the best student businesses called Activ8 Your Business, built an exemplar £12 million ERDF-funded cross-sector hub for open innovation, our 3M Buckley Innovation Centre, where global

companies will sit alongside innovative start-ups and our best student and graduate businesses. Our £8 million EPSRC centre for Advanced Manufacturing in Advanced Metrology with strong industry input and partnership, was officially launched by Business Secretary Dr Vince Cable. We formed strategic partnerships with 3M, who have given their name to our innovation centre, Siemens, and with The Prince's Trust, the latter being the first partnership held with a University.

Several elements of our entrepreneurial activity were highlighted in a case study as part of the Wilson Review of Business-University Collaboration.



## 2. STUDENT ENGAGEMENT

We are ranked in the top 10 nationally for undergraduate and postgraduate employability, student placements in industry, and the number of student and graduate businesses supported. We are also ranked 11th for graduate businesses surviving more than three years. Enterprise is embedded in the curriculum in subject areas across the University in a variety of ways depending on subject and student need; our NCEE student engagement rate with enterprise was well above national average at the last comparison point. All programmes of study are accredited by professional bodies or have industry input into their design and validation, and all undergraduate programmes include a work-based element. Placement opportunities include working in entrepreneurial firms, running the student-led games studio, or starting your own business through the Enterprise Placement Year. Enterprising students are celebrated through a Students' Union award and our Vice-Chancellor's Enterprise Awards, including Student Entrepreneur, student project and ambassador.

We offer three innovative enterprise-specific degrees. We are one of only three institutions in the UK to offer a 'pracademic' business start-up degree. Our BA in Enterprise Development is championed by Theo Paphitis who delivers regular masterclasses here and at Ryman's HQ in Crewe. Our Masters and Doctor of Enterprise research degrees allow students to undertake the research required to underpin a new business idea, social enterprise, or new service innovation.

This year we have introduced an 'enterprising researcher' session in the induction programme for all postgraduate research students. Our extracurricular enterprise skills series - open to students, staff, and graduates - has introduced over 400 attendees to business start-up and self-employment over the past year. We helped 35 students and graduates start-up their own business through a range of initiatives including micro-finance and access to a market stall to help 'test the market' in partnership with Kirklees Metropolitan Council.

*2012 saw the inaugural Vice-Chancellor's Awards for Enterprise launched. Our HR strategy articulates the belief that our staff are creative innovators, recognising the need to foster such innovation and to encourage engagement with employers and the community.*

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### 3. INNOVATIVE AND ENTREPRENEURIAL FACULTY

Our HR strategy articulates the belief that our staff are creative innovators, recognising the need to foster such innovation and to encourage engagement with employers and the community. 2012 saw the inaugural Vice-Chancellor's Awards for Enterprise which included presentations to staff for enterprise education and mentoring, and entrepreneurial activity linked to research and knowledge exchange.

Support is provided for staff and research students who wish to attend enterprise and entrepreneurship education and leadership conferences and training opportunities. Several staff are currently undertaking enterprise research degrees in order to develop their enterprise skills and innovative products and services emerging out of their university work.

Staff leaders in the field of enterprise and entrepreneurship include Professor John Thompson, recipient of The Queen's Award for Enterprise Promotion. Professor Chris Low and Mandy White acted as Ambassadors for the first phase of the HEFCE UnLtd scheme to support HEI staff and student social enterprise, and Dr Kelly Smith has just come to the end of her term as

Chair of Enterprise Educators UK. The work of Dr David Swann, a lecturer in project and interior design and the designer of an innovative nursing bag for the 21st century, recently resulted in the globally-renowned INDEX: Design to Improve Life enterprise exhibition coming to Huddersfield, the first time it has ever been to the UK.

The University benefits from the activities of entrepreneurial Visiting Professors in Entrepreneurship, Social Enterprise, and Collaboration. We have recently been awarded two Royal Academy of Engineering Visiting Professorships to help embed innovation and design methodologies into the curriculum for engineering and design students, from ideas generation and concept development through to commercialisation and market exploitation. We have an Entrepreneur in Residence, a Royal Society Industry Fellow, and collaborative research fellows linked to strategic partnerships with industry.

### 4. ENTREPRENEURIAL IMPACT

We lead on the NEEA 2011 Enterprise Champion awarding winning Graduate Entrepreneurship Project, a £2.7 million ERDF-funded collaboration of the 10 Universities across Yorkshire and the Humber. In the last year, Graduate Entrepreneurship has worked with almost 1000 students and graduates looking to start-up, and almost 2000 have attended start-up events. Research has shown that the University provides £300m benefit to the local economy. Our students and business support alumni are regular winners of regional and national competitions relating to enterprise and entrepreneurship and have been featured on television programmes including BBC1's The Apprentice and BBC 3's Be Your Own Boss.

Through enterprising partnerships we have worked with regional organisations to secure significant enterprise funding including £3.5m for Enterprising Barnsley and £9.5m in Regional Growth Funds. We have also worked with two local authorities to create a local Innovation Voucher scheme to support SMEs and we provide support to social enterprise through our Social Enterprise

Unit. We have also worked with local businesses to develop and deliver a region-wide enterprise competition for 16-19 year olds and are partners in the South Yorkshire delivery of the start-up loans scheme for young people through our University Campus Barnsley.

Huddersfield staff provide high-level leadership in entrepreneurship education, sitting on Boards of Enterprise Educators UK and the Institute of Small Business and Entrepreneurship, and actively contributing to national policy including the QAA Guidelines for Enterprise and Entrepreneurship Education. Staff and PhD students are regular presenters at conferences and best practice workshops, and extensively publish on enterprise education topics. We recently completed and disseminated an EEUK funded research project to produce case studies on enterprise skills training for postgraduate research students, and developed a handbook for JISC on the use of CRM systems adding to best practice in business engagement and community support.

## 1. THE INSTITUTIONAL ENVIRONMENT

- How has the university transformed its culture to provide environments for supporting student enterprise and graduate entrepreneurship?
- How is institutional leadership for driving enterprise and entrepreneurship throughout the institution demonstrated?

### RESPONSE

The University of Northampton's mission is to be the UK's leading university for social enterprise by 2015. This vision is being driven by Vice-Chancellor, Nick Petford; Social Enterprise Development Director, Simon Denny; and Executive Dean with responsibility for Social Enterprise, Chris Moore - and implemented across the University. From 2011-12 all Northampton students have, as part of their degree, the opportunity to work in a social enterprise. This is through degree programmes which actively run social enterprises, partnerships with external social enterprises which enable students to work on projects for these companies, and via paid for/voluntary placements in social enterprises.



## 2. STUDENT ENGAGEMENT

- How are the students and graduates applying entrepreneurial behaviours and mindsets learnt from the institution's entrepreneurship offerings?
- What responses from students and graduates indicate an enhanced positive attitude towards enterprise and entrepreneurship as a career/life choice?

### RESPONSE

There are two excellent examples which bring Northampton's student entrepreneurial offerings to life. The University has a partnership with Goodwill Solutions, a social enterprise which helps ex-offenders to get back into employment. Marketing, IT and design students are all working with Goodwill, while HR students are devising a new pay and performance scheme as part of their degree, and social sciences' students will soon provide mentoring support to ex-offenders. The University is also supporting a national Parent Infant Partnership initiative that aims to encourage attachment between parents and their babies to help prevent future family and social problems. Events management students organised and ran a sell-out national conference in May.



*The University of Northampton's mission is to be the UK's leading university for social enterprise by 2015. In 2011-12 over 400 social enterprise ideas were presented by staff, all of which were eligible for backing through a Social Enterprise Development Fund.*

### 3. INNOVATIVE AND ENTREPRENEURIAL FACULTY

- How have staff demonstrated innovation and growth in their approach to the design and delivery of the institution's enterprise and entrepreneurship offerings?
- How are staff rewarded and incentivised for developing excellence in practice?

#### RESPONSE

In 2011-12 over 400 social enterprise ideas were presented by staff, all of which were eligible for backing through a Social Enterprise Development Fund, and to date 15 new social enterprises have started up. 300 staff have also attended workshops run by Social Entrepreneur in Residence, Wray Irwin, and a further 17 new ideas for social enterprise ventures are being supported. A good example of staff-led innovation and growth is the School of Health which runs the Podiatry Unit at Northampton General Hospital as a standalone social enterprise. The Unit is developing, in partnership with Northampton's local

charity the HOPE Centre, a scheme to provide free clinics to treat the homeless. Northampton students are providing treatment at the hospital for patients referred to them by the MacMillan nurses - an enhanced service which exceeds that offered by the NHS podiatry service.



### 4. ENTREPRENEURIAL IMPACT

- How have the institution's efforts affected the nature of entrepreneurial outcomes for staff, students and graduates?
- What step-change has been achieved in the delivery of regional and national entrepreneurship goals?
- How has the institution captured and demonstrated good practice and effectiveness?
- In what ways has the institution's experiences influenced policy or practice elsewhere?

#### RESPONSE

The University achieved a major coup, and a first for any university, launching a new national support service for the social enterprise sector. 'Inspire2Enterprise' was piloted in nine counties for six months from December 2011, benefitting more than 1000 social enterprises in the process, and is now being rolled out nationwide. Northampton also launched its "£1 billion University Challenge", encouraging UK universities to spend at least £1 billion of the £7 billion per annum they spend on procuring goods and services from external suppliers,

with social enterprises. The initiative has received support from HEFCE, Universities UK, BUFDG, the Cabinet Office, BIS, and Social Enterprise UK. Meanwhile, the regional Parent Infant Partnership supported by the University is also being rolled out nationwide, and the University is exploring new ways of funding classical musical through a co-operative funding model, after setting up Artists Recording Company, involving both university staff and students.



## 1. THE INSTITUTIONAL ENVIRONMENT

At Plymouth, entrepreneurship and enterprise is at the heart of all our activities. We have developed an institutional environment where our students, staff and stakeholders are empowered to use their creativity and ideas for wider societal and economic benefit. The University has continued to nurture this environment with recent developments including the launch of a new graduate internship academy for the creative sector in partnership with Plymouth-based Bluestone360, and an internship programme with the National Marine Aquarium. It has also launched a radical new programme called The Wonder Room, which sees a team of students from across the University come together in a consultancy to work for a year on live projects, pitching for business and delivering to customers. Each year a new team will be recruited and will provide a conduit into the University for SMEs who might otherwise not be able to provide internship opportunities.

Three Entrepreneurs-in-Residence have been brought in to work with students across the Business School and the wider University to provide advice and mentoring for students

## 2. STUDENT ENGAGEMENT

Plymouth is very proud of its enterprising students, who routinely distinguish themselves in national competitions and through their engagement with projects and programmes that encourage entrepreneurial development. For example, this year 650 undergraduates in the Business School took part in a new work-based, experiential learning programme called Inspiring Futures, which required teams of five to undertake three-month consultancy work with businesses and organisations, ranging from multinationals to small charities and community groups. The project produced 116 consultancy projects for 38 organisations, contributing £174,000 to the local economy and is now being rolled out across the University. Hundreds of students have been working with the Entrepreneurs-in-Residence to develop the skills needed to run their own business, and have launched an Entrepreneurship Society to organise relevant activities and events, and influence curriculum development.

looking to set up their own businesses, with each having a particular expertise, such as around social enterprise, business development, IT and marketing. And the University has also recognised the importance of embedding entrepreneurial and enterprising activities in both the curriculum and extra-curricular areas through the creation of a new senior role – that of Student Experience Innovations Manager.



Students also launched a social enterprise 'cultural café on campus' and have continued to succeed in national and international entrepreneurship competitions – in 2012 Plymouth won the FLUX enterprise competition for the third time in six years. Staff and students now run FLUX events as part of the curriculum, further embedding entrepreneurialism across an even broader range of subject areas, and our students also work with local schools and colleges to deliver FLUX events for them.



*The University encourages all academic and professional personnel across all levels to think and act differently – to be bold and be entrepreneurial. At Plymouth, entrepreneurship and enterprise is at the heart of all our activities.*

### 3. INNOVATIVE AND ENTREPRENEURIAL FACULTY

The University encourages all academic and professional personnel across all levels to think and act differently – to be bold and be entrepreneurial. Staff in the Faculty of Science and Technology demonstrated their acumen this year by establishing the region's first rapid prototyping service, and have been building networks to support the emerging videogame industry in the South West. The University's Environmental and Fluid Modelling Group (EFMG) have also demonstrated their enterprising approach to engineering by commercialising their cutting-edge analytical tool that measures how liquids and gases move through porous structures – and have already received a number of international orders from industry. Through the University's Business School and Institute for Sustainability Solutions Research, a number of staff played a leading role in the Nigerian government's YouWiN youth entrepreneurship programme, training 6,000 young people in entrepreneurialism

– and earning praise from the Nigerian President as a result; Similar government backing has come from Sri Lanka thanks to the University's work in support of a PMI2 project for entrepreneurship education.



### 4. ENTREPRENEURIAL IMPACT

The University is leading socioeconomic development across the region and beyond through the Growth Acceleration and Investment Network (GAIN). GAIN brings together over £100 million of science park and business incubation assets under a strategic umbrella, creating new pathways to investment, expert business development, and research and development. The programme has seen huge successes in Cornwall, with tenants at the Innovation Centres reporting significant job and revenue creation. The University was the first in the country to secure Regional Growth Funding from the government, and was praised by Lord Michael Heseltine for its support of SMEs in the region. It has since received a further £3.9 million in the third round of funding – one of only two universities in the country to have done so. The University recently launched a partnership with online crowd-funding platform peoplefund.it to help stimulate enterprise in the South West; while its new cutting edge £19 million marine building is attracting international business

clients, and is set to be at the heart of the new South West Marine Energy Park, with a focus on marine renewable technologies. The University is leading the new Social Enterprise University Enterprise Network with private and public sector partners such as NCEE and SERCO, and in September hosted the International Enterprise Educators Conference.



# University of Strathclyde

## 1. THE INSTITUTIONAL ENVIRONMENT

Established in the Enlightenment as 'the place of useful learning', the University of Strathclyde is proud of its culture of entrepreneurship. In the past year, it has driven a series of major advancements to bring enterprise activity to new levels.

Under the leadership of Vice-Chancellor Professor Sir Jim McDonald, construction has begun on an £89 million Technology and Innovation Centre. Developed with industry, for industry, the centre will bring together academics and industrialists in a shared space and will be a tangible sign of the University's enterprising ethos. It has attracted funding from major international partners and funding bodies to accelerate innovation nationally and internationally.

The University's culture of entrepreneurship is being further embedded with support from a new Enterprise Forum, headed by Associate Deputy Principal, Professor Tim Bedford, to promote enterprise activity among students, staff and graduates. Key contributors to the forum include the University's Hunter Centre for Entrepreneurship, a leading academic department endowed

by entrepreneur Sir Tom Hunter for the study, research and encouragement of enterprise activity.

The University of Strathclyde has stayed true to its roots to become a 'place of useful learning' for the technological age.



## 2. STUDENT ENGAGEMENT

The Strathclyde Entrepreneurial Network (SEN) plays a key role in supporting students and graduates with new venture creation. Throughout the academic year, SEN facilitates a number of events including an 'ask the experts session' to create connections between emerging entrepreneurs and experts; mentoring sessions for pre-start companies and young SMEs; and a celebration of entrepreneurship day, which is run for students by students.

In the last year, SEN has introduced an innovative Vertically Integrated Project in association with the University's Hunter Centre for Entrepreneurship, bringing together students from undergraduate to MBA level to work alongside staff on enterprise activities. Students have taken a hands-on role, organising an Enterprise Day to share best practice, triaging future clients for SEN, and preparing clients to pitch their business ideas to the S100 – a group of entrepreneurial alumni. The success of the pilot project has been such that a group of 25 students are now delivering a year-long enterprise challenge open to students across the University. More than 200 students have already signed up.

Students and staff are also benefiting from a new three-year agreement with Santander Universities to support entrepreneurial activities. These will include financial awards to top students in annual 'pitching' events and the support of round tables to facilitate interaction between promising entrepreneurs and experts from the business community.



*The University of Strathclyde has stayed true to its roots to become a 'place of useful learning' for the technological age. Our Strathclyde Academy of Distinguished Entrepreneurs – a 'hall of fame,' is helping us inspire the entrepreneurs of tomorrow.*

### 3. INNOVATIVE AND ENTREPRENEURIAL FACULTY

Enterprise activity is encouraged at every level across the University. Our approach to working with business and industry has attracted a number of leading thinkers in the last year, most recently, Scotland's former Enterprise Minister Jim Mather, who has been appointed as a Visiting Professor.

Leading-edge research, notably through Scotland's Global Entrepreneurship Monitor – an annual assessment of national and entrepreneurial activity authored by the Hunter Centre for Entrepreneurship, is playing an important role in informing policy and development, as well as teaching activity.

The University is committed to helping all staff recognise and reach their entrepreneurial potential and in the past year, the University's dedicated Researcher Development team has created a highly successful 'Pathways to Research Enterprise' series. Activities have included a residential training academy, internship programme, coaching and mentoring. Researchers

are also being given the opportunity to join leading, multi-disciplinary academics to develop business ideas and plans, and pitch them to entrepreneurial alumni.

Enterprising excellence is rewarded and celebrated at the University's biennial Enterprise Awards dinner, which is hosted by the Principal and Vice-Chancellor, and brings together budding and experienced entrepreneurs linked to the University.



### 4. ENTREPRENEURIAL IMPACT

The impact of our transformational programme of activities is being felt across the University. Ninety-eight new companies have been supported by the Strathclyde Entrepreneurial Network since its inception, and the University is in first position in Scotland – and joint fourth in the UK – for Knowledge Transfer Partnerships from the Technology Strategy Board. In addition, our research income from business and industry has doubled in the past year alone.

Our approach has also played an important role in attracting the wider community to the University. At our inaugural 'Engage with Strathclyde' week, more than 30 events were created by staff to strengthen and celebrate engagement with businesses and other organisations. The week fostered intrapreneurial skills of staff while attracting more than 1,000 people from 300 organisations. The success was such that the week will become a regular fixture on the University calendar.

In addition, entrepreneurial alumnus Sir Tom Hunter is spearheading 'The New Enlightenment at Strathclyde' – a high-profile series of lectures to encourage new thinking and enterprise in the UK.

The University remains committed to enterprise activity and our Strathclyde Academy of Distinguished Entrepreneurs – a 'hall of fame' is helping us inspire the entrepreneurs of tomorrow.





**THE VISION FOR UK HIGHER  
EDUCATION**

A Higher Education environment driven by:

- › Entrepreneurial Institutions
- › Entrepreneurial Staff
- › Entrepreneurial Stakeholder Partnerships
- › Entrepreneurial Opportunities

Leading to:

- › Entrepreneurial Graduates
- › Entrepreneurial Lives and Careers
- › Entrepreneurial Organisations and Communities